



HM Revenue  
& Customs

Michael Potter  
Digital Transformation Director  
HMRC Digital: Platform as a Club

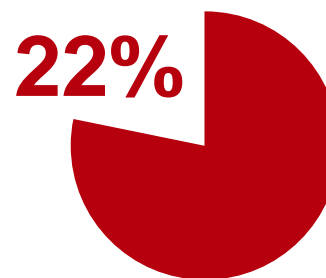
QCon London, 5th March 2015

# Our business

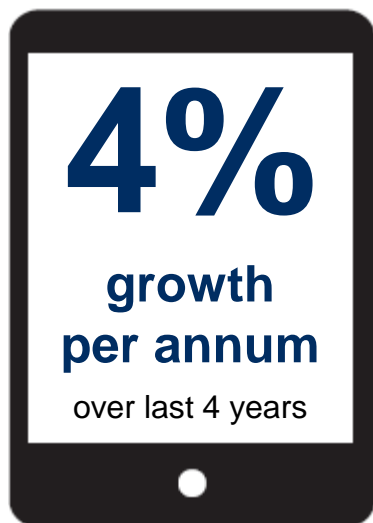
## Revenue £505.8 billion

£23.9bn of additional tax revenue brought in – a new record

Workforce  
reduction



2011-2016



business users

**Tax Gap**  
**£34bn**



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# Our relationship with our customers

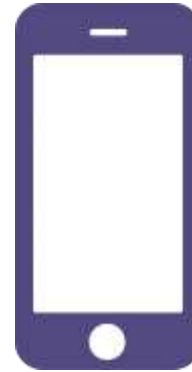
**70m**

inbound letter



**300m**

consumer  
transactions online



**55m**

inbound  
calls



**70%**

of all government  
transactions

**£85m**

print costs  
(approximate)



**200m**

outbound  
letters



**740m**

business  
transactions online



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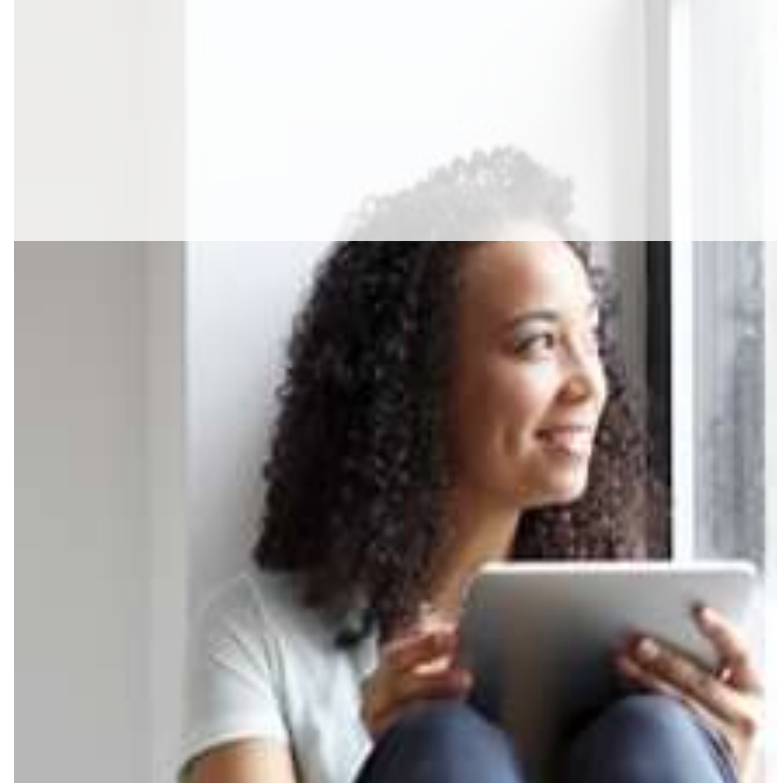
# Our strategy

- Customers at the heart of everything we do
- A data-driven organisation – understanding our customers so we can personalise services and direct compliance effort to where it's most needed
- Digital interactions become the norm – great services that put the honest majority in control of their tax affairs



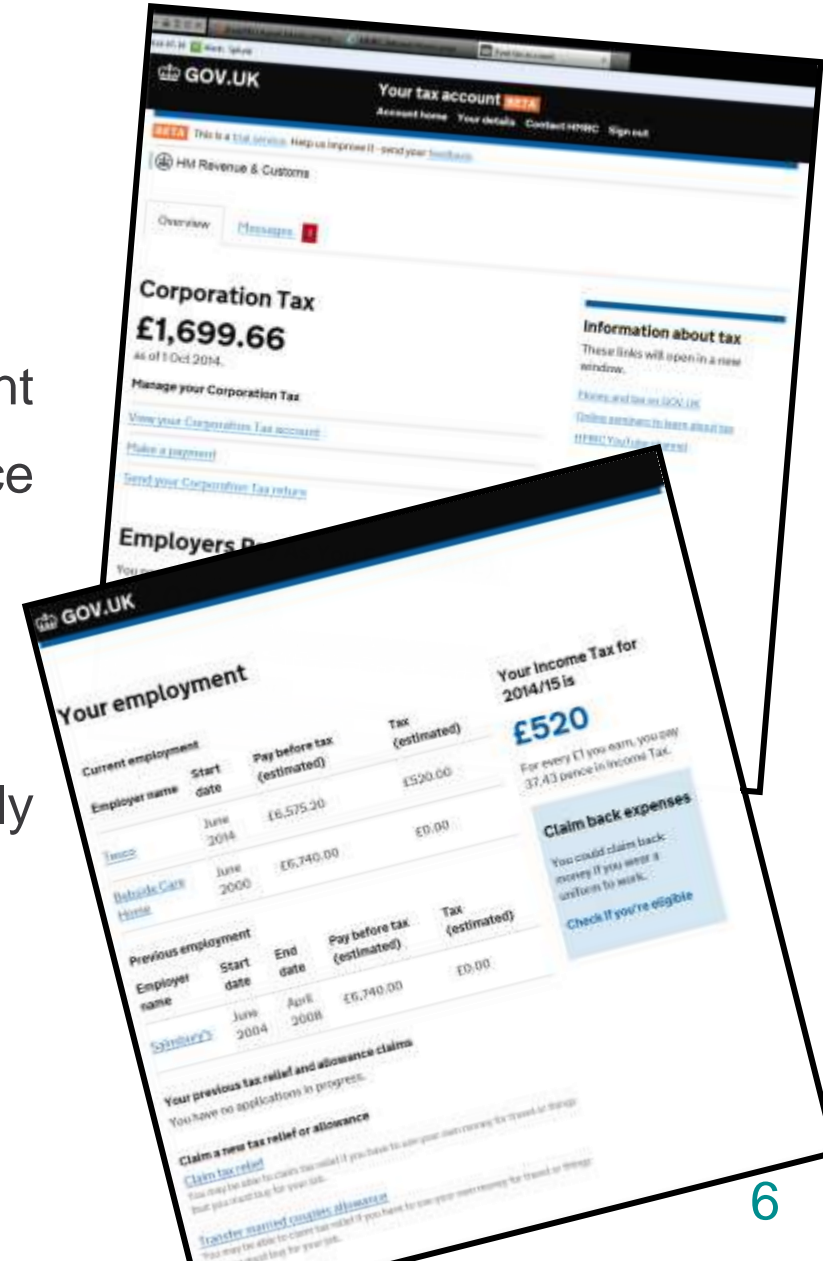
# Our Digital ambition

- HMRC becomes a fully accessible digital business:
  - providing tax accounts for individuals
  - providing tax accounts for businesses
  - offering both low volume and high volume transactions
  - giving a personalised user experience similar to online banking
  - publishing our APIs and encouraging innovative third party products for those choosing them



# Services designed around customers

- Understand the user needs
- Create smooth end-to-end customer journeys including:
  - signposting the services available
  - what you need to do to be compliant
  - how you find and access the service
  - how you interact with the service
  - how you know when you have fulfilled your obligations
  - when your next obligations are likely to arise



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# Designs tested with customers at every stage

- Two HMRC Digital Centres – London (Southbank) and Newcastle
- Continuous customer involvement during design of all new digital services
- Customer usability labs in both centres
- Dedicated labs for projects such as Tax Credits
- User researchers embedded in each team



# Tax Credits Online: our Digital Centres in action

- 600+ customers and staff involved in usability testing
- Over 408,000 customers renewed online between April and July 2014
- 94% were satisfied or very satisfied
- Less than 2% needed additional help
- Built in just 8 weeks using agile approach
- A great example of huge savings in time and cost to deliver



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# January 2015: our biggest digital SA ever

- 8.76m returns filed online (2014: 8.48m)
- 14 returns per sec during busiest hour
- Digital Self Assessment: 1.2m have now opted to stop receiving paper
- Your Tax Account for businesses:
  - Many customers logging into YTA to file
  - now has over 2m users
  - 85% of users fully satisfied
- 3.6m webpage visits on deadline day and 18m in the week leading up



# Evolving a Platform

- In order to scale we have evolved a platform
- We now have a vibrant ecosystem creating services across diverse areas of our business
- We are keen for other agencies to deliver services on our platform



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# 2014: laying the foundations

- 10 new digital services including:
  - Your Tax Account
  - Digital Self Assessment
  - Tax Credits Online
  - PAYE for Employees
  - iCharities
- All our customer guidance accessed through GOV.UK
- 377 new digital iForms – already had 2.1m downloads
- A new telephony platform for our contact centres
- 40+ digital projects currently underway



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# 2015 and beyond: our vision is becoming reality

- Expand Your Tax Account
- Launch the personal tax account
- Fully submitable iForms
- Transferable Allowance for Married Couples
- Agent Online Self-Serve
- Company Accounts & Tax Online
- Tax Credits Change of Circumstances
- New ways of contacting HMRC:
  - Social media
  - Chat
  - SMS
  - Secure messaging





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Thank you

**Alun Coppack**  
**HMRC Digital Operations Manager &  
Partner at Equal Experts**

Platform as a Club

**Making Software. Better.**

simple software solutions to big business problems



# What are we doing?

## New Tax Platform for HMRC



# Making things better

HMRC login code:  
VdDabgrstVW49262twZ  
Q\_ΩQR TVWza♥TVm692

HMRC password:  
♀☾MnPQrZMo09\_ΩU  
VWzMmPQrZM1982TV  
†⊙B9<sup>427692</sup> 😊 972 \$\$\$ 🐻



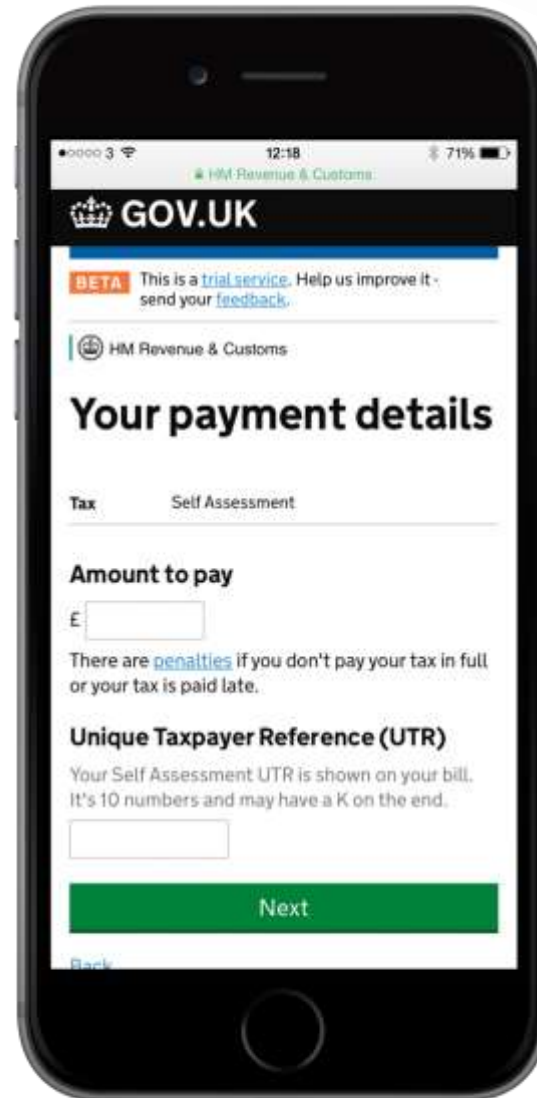
# Delivering Quickly



# Payments



# Payments



# How are we doing this?





# Delivering at scale

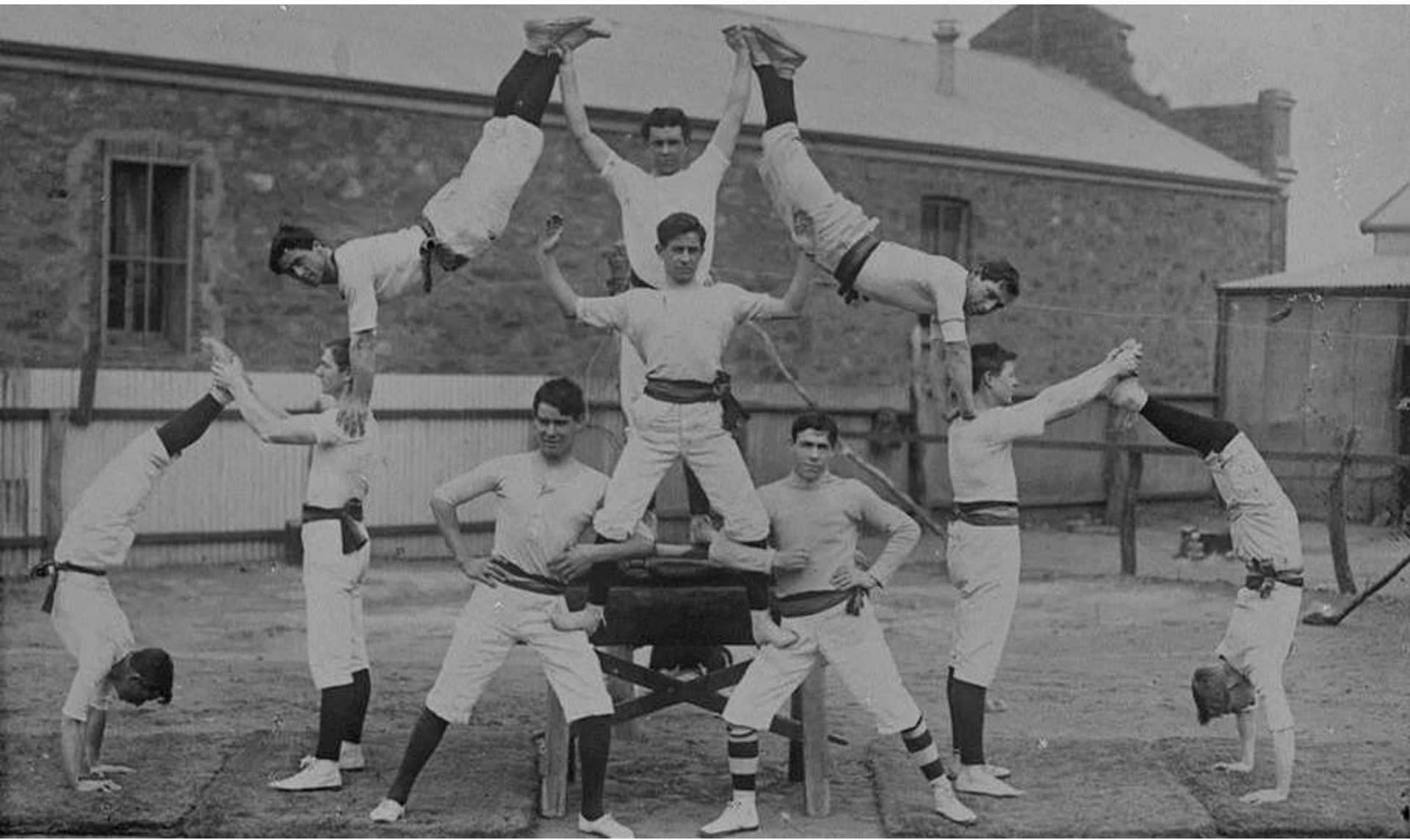


- **Clubs have rules and they have benefits. You get the benefits by following the rules**





# Supporting our own apps

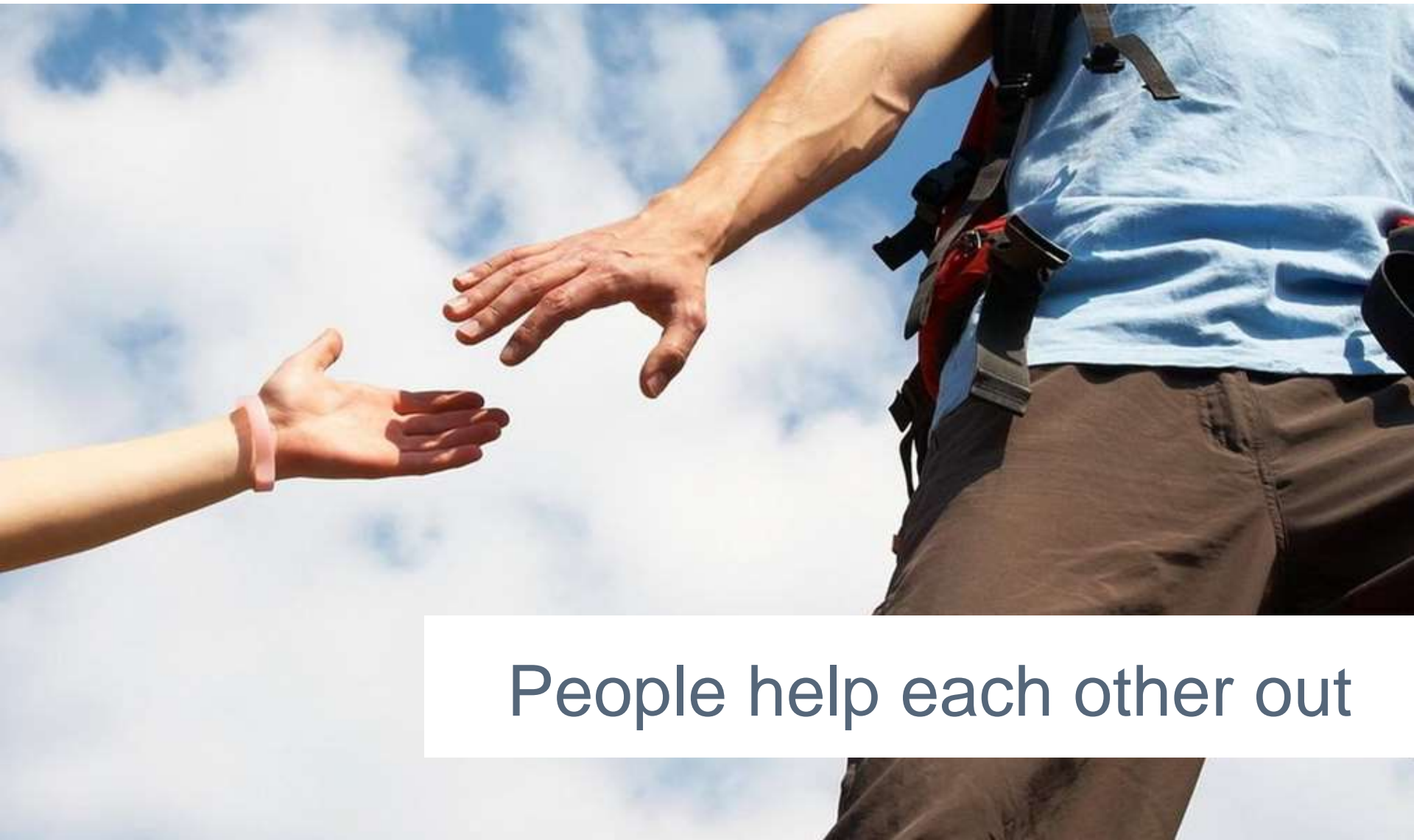




# Reuse



# What happens in the Club?



People help each other out



# What happens in the Club?



We release all the time



- **Not everyone is a cloud developer**
- **Scaling**



[www.flickr.com/photos/exfordy](http://www.flickr.com/photos/exfordy)

- **Making services available through APIs**
- **Supporting more Digital Delivery Centres**
- **Other government departments?**

# Platform as a Club

